



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS)**  
**Academic Year (2019-2020)**

Programme: MMS Semester: III Period: July'19 – October'19  
Course Code: MMS-C-302  
Name of the subject: Strategic Management  
Maximum marks: 100 (60+40) No. of Sessions: 13/14 (3 hrs each)  
Name of the Faculty: Kala Mahadevan  
Mobile No: 9819820599 Email: kalamahadevan@hotmail.com

<b>Program Outcomes (PO)</b>	<b>Course Outcomes (CO)</b>
<ol style="list-style-type: none"><li><b>1. Nurture leadership skills, team-membership skills and mutual trust.</b></li><li><b>2. Demonstrate decision-making ability.</b></li><li><b>3. Ability to develop culture of technology-usage.</b></li><li><b>4. Inculcate social sensitivity among students.</b></li><li><b>5. Integrate and apply business knowledge and management techniques for problem-solving / analytical skills.</b></li></ol>	<ol style="list-style-type: none"><li><b>1. Develop strategic thinking in changing business environment</b></li><li><b>2. Design the process of strategy formulation, Implementation and evaluation</b></li><li><b>3. Apply the strategic management process for decision making in the organization</b></li></ol>

**Reference Books:**

- 1. Strategic Management: Formulation, Implementation and control – Pearce and Robinson**
- 2. Strategic Management – Concept and Cases – David Fred R**

**A. Plan:**

<b><u>Session No.</u></b>	<b><u>Pl. Date</u></b>	<b><u>Topic</u></b>	<b><u>Ref. Study Material</u></b>	<b><u>Course Outcomes</u></b>
1		Module 1 - Introduction to Strategic Management and Schools of Strategy Formulation	<ul style="list-style-type: none"><li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 1</li><li>Course slides set</li></ul>	1
2		Module 1 - Introduction to Strategic Management and Schools of Strategy Formulation  Module 2 – External Environment Analysis – VUCA/ Analysis of General Environment – PESTEL/ Analysis of Industry Environment – Porter's 5 Forces model and Competitor Analysis	<ul style="list-style-type: none"><li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 1 and 2</li><li>Course Slides set</li></ul>	1  2



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3		Module 2 Contd Module 3 – Internal Environment Analysis - Sustained competitive advantage, Resources, Capabilities and competencies, VRIO analysis, SWOT/ TOWS Matrices, Value Chain Analysis, Strategic Outsourcing, Benchmarking	<ul style="list-style-type: none"> <li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 3</li> <li>Course slides set</li> </ul>	2 and 3
4		Module 3 Contd Module 4 – Strategy Formulation Tools and Generic Competitive Strategies – BCG/ GE 9 Cell/ McKinsey's 7 S/ Ansoff Matrix, Porter's Generic competitive strategies, Grand Strategies, Growth, Expansion and Retrenchment strategies, Competitive rivalry and dynamics	<ul style="list-style-type: none"> <li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 4, 5, 6</li> <li>Course slides set</li> </ul>	2 and 3
5		Module 4 contd	<ul style="list-style-type: none"> <li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 4, 5, 6</li> <li>Course slides set</li> </ul>	2 and 3
6		Internal Test & Group Presentations		
7		Module 4 Contd Module 5 – Red, Blue and Purple Ocean Strategies	<ul style="list-style-type: none"> <li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 4, 5, 6</li> <li>Course slides set</li> <li><a href="https://www.blueoceanstrategy.com/">https://www.blueoceanstrategy.com/</a></li> </ul>	2 and 3
8		Module 6 – International Strategies and Globalization	<ul style="list-style-type: none"> <li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 8</li> <li>Course slides set</li> </ul>	2 and 3
9		Module 7 – Strategic Acquisition, Restructuring and Cooperative Strategies	<ul style="list-style-type: none"> <li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapters 7 and 9</li> <li>Course slides set</li> </ul>	2 and 3
10		Module 8 – Strategy Implementation and Control	<ul style="list-style-type: none"> <li>Strategic Management: A South Asian Perspective – Hitt, Ireland, Hoskisson, Manikutty – Chapter 11</li> <li>Course slides set</li> </ul>	2 and 3
11		Module 9 – Change Management and Turnaround Strategies	<ul style="list-style-type: none"> <li>Course slides set</li> </ul>	2 and 3
12		Internal Test & Lecture		
13		Group Presentations		



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14		Group Presentations and Revision		

**B. Practical Approach: Other activities**

<b>Sr. No.</b>	<b>Activity Name</b>	<b>Topic Covered</b>	<b>Learning outcomes</b>	<b>Source</b>
1	Case study (Current Affairs)	<ol style="list-style-type: none"> <li>1. Sustainability at IKEA group</li> <li>2. Maggi Noodles Safety Crisis</li> <li>3. Tata Swach Case Study</li> <li>4. TESCO Case Study on Vision, Mission and Values</li> <li>5. Suntech Power – Competition and Financing in China’s Solar Power Industry</li> <li>6. Enove – Business Strategy in a transitioning economy</li> <li>7. Netflix Case Study on Porter, SWOT and Key Success Factors</li> </ol>	To be able to analyse the issues related to the case study and take appropriate decisions/ recommend solutions.	<ol style="list-style-type: none"> <li>1. <a href="https://www.hbs.edu/faculty/Pages/item.aspx?num=47920">https://www.hbs.edu/faculty/Pages/item.aspx?num=47920</a></li> <li>2. <a href="http://www.casecentre.org">www.casecentre.org</a></li> <li>3. INSEAD Business School</li> <li>4. The Times 100 Business Case studies</li> <li>5. <a href="https://hbr.org/product/suntech-power-competition-and-financing-in-chinas-solar-power-industry/W15476-PDF-ENG">https://hbr.org/product/suntech-power-competition-and-financing-in-chinas-solar-power-industry/W15476-PDF-ENG</a></li> <li>6. <a href="https://hbr.org/product/enove-business-strategy-in-a-transitioning-economy/W16035-PDF-ENG">https://hbr.org/product/enove-business-strategy-in-a-transitioning-economy/W16035-PDF-ENG</a></li> <li>7. <a href="http://robertdaigle.com/wp-content/uploads/2014/01/BowenDaigleDionValentine_NetflixCaseStudy.pdf">http://robertdaigle.com/wp-content/uploads/2014/01/BowenDaigleDionValentine_NetflixCaseStudy.pdf</a></li> </ol>
2	Academic Projects	<ul style="list-style-type: none"> <li>• Porter’s 5 forces Analysis – leading companies in any one or two sectors</li> <li>• Development of a Competitive Profile Matrix</li> </ul>	To analyse the matrixes/ models in a classroom activity and develop the same for any company	
3	Group Discussion			
4	Role Play			
5	Industry Visit			
6	Business Quiz /			



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	Business News sharing			
7	Videos / Simulation	<ul style="list-style-type: none"><li>• Our Credo – Johnson &amp; Johnson</li><li>• Coke Value Chain</li></ul>		<a href="https://www.youtube.com/watch?v=uk9j-5l4jVA">https://www.youtube.com/watch?v=uk9j-5l4jVA</a> <a href="https://www.youtube.com/watch?v=gN8bhTfwpdQ">https://www.youtube.com/watch?v=gN8bhTfwpdQ</a>
8	Use of Software and Labs			
9	Any other activity			

**C. Innovative pedagogy adopted:**

Hands on development of important matrices such as BCG matrix or Competitor Profile Matrix for an organization.

**Prepared by:**  
**Faculty**

**Reviewed by:**  
**Specialisation**

**Approved by:**  
**ADC**

**Date:**

**Date:**

**Date:**

**A. Execution:**

<u>Session No.</u>	<u>Actual Date</u>	<u>Topic Covered</u>	<u>Attendance %</u>	<u>Evaluation Method</u>	<u>Case Study Ref.</u>	<u>Quiz Ref.</u>	<u>CR Sign</u>
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**B. Evaluation:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Presentations & Viva	Mandatory	5+5
Class Test(3 for MMS )	Mandatory (MCQ, Descriptive, Etc)	20
Assignments/ Others	Mandatory	5
Participation/Attendance	Mandatory	5
Final Exam	Mandatory	60

**C. Student Performance Analysis:**

<b><u>Avg. Attendance</u></b>	<b><u>Avg. Internal Marks</u></b>	<b><u>% Failed in Internals</u></b>	<b><u>Avg. Final Marks</u></b>	<b><u>% Failed in Final</u></b>	<b><u>No. of best students &gt; 80%</u></b>	<b><u>No. of students needs improvement</u></b>

**D. Attainment:**

	<b>CO1</b>	<b>CO2</b>	<b>CO3</b>		
<b>PO1</b>	<b>3</b>	<b>3</b>	<b>3</b>		
<b>PO2</b>	<b>3</b>	<b>2</b>	<b>3</b>		
<b>PO3</b>	<b>2</b>	<b>2</b>	<b>2</b>		
<b>PO4</b>	<b>1</b>	<b>1</b>	<b>1</b>		
<b>PO5</b>	<b>3</b>	<b>2</b>	<b>2</b>		

**Comments / Suggestions / Recommendations:**

**Suggestions (if any) to students on subject related Certificate/Diploma or Add-on program: -**

<https://www.coursera.org/learn/strategic-management>

<https://www.edx.org/learn/strategic-management>

**Signature of Faculty**

**Signature of the Co-ordinator / ADC**